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DEFENSE CONTRACT MANAGEMENT COMMAND
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IN REPLY
REFER TO AQOD

MAY 27 1996

MEMORANDUM FOR COMMANDERS, DEFENSE CONTRACT MANAGEMENT
DISTRICTS

SUBJECT: DCMC Memorandum No.9 7-51, Establishment of an Improved
Infrastructure for Early Contract Administration Services (CAS) Support
(POLICY)

This is a POLICY memorandum. It expires when its content is included in DLAD 5000.4, Contract Management (One Book), not to exceed one year. Target audience: All DCMC Employees.

Early CAS is now institutionalized within DoD acquisition. On September 26, 1996, Defense Acquisition Circular 91-11 incorporated Early CAS into the Defense Federal Acquisition Regulation Supplement. Part 242.302, Contract Administration Functions, was amended to include paragraph (a) (67), which reads: "Also support program offices and buying activities in precontractual efforts leading to a solicitation or award." Not only is Early CAS fully institutionalized, but customer demand continues to rise. The FY 96 level of requests for Early CAS support was more than four times the previous year's rate, and the majority of requests were repeat business from satisfied customers. DCMC is enthusiastically meeting the Early CAS Challenge. You, and all who support you, deserve great credit for its success.

To assure continuing high quality, long-term support to our customers, we have developed an Early CAS Support Process Decision Tree (see attachment 1). This "Decision Tree" provides a top level process description, for each major Early CAS support category, including our senior leaders' participation on Acquisition Strategy Panels. It also expands upon and institutionalizes the role of our customer liaisons in effectively and efficiently satisfying customers' Early CAS needs. The customer liaisons' responsibilities include educating our customers about our support capabilities, identifying customer support requirements, and coordinating with the various DCMC organizations to obtain support. Based on workload generated at specific buying activities, the liaison may request additional Early CAS support staffing, as needed.

We have also developed, for each major Early CAS customer, "Pools of Supporting CAOS" by geographical location, or by process/product/contractor expertise, upon which the customer liaisons can draw in providing source selection and negotiation support to our Early CAS customers. Attachment 1 provides guidance on their use, and attachment 2, Pools of



Supporting CAOs, provides an initial listing. While DCMC's Industrial Analysis Support Office is not assigned to any specific support pool, it should be considered a *de facto* member of each pool, and a potential source of support. Similarly, while DCMDI CAOS are not specifically identified on the Attachment 2 listing, they will continue to provide Early CAS support for international procurements.

We solicit your continuing feedback. Please direct your comments or questions to Mr. David Guinasso, Contractor Capability and Proposal Analysis Team (AQOD), (703) 767-2354, DSN 427-2354, or E-mail address: david_guinasso@hq.dla.mil. Comments may also be directed to Lt Col James Malloy, USAF, Customer Support Team (AQIA), (703) 767-2413, DSN 427-2413, or E-mail address: james_malloy@hq.dla.mil, or to Mr. Nelson Cahill, AQOD, (703) 767-3434, DSN 427-3434, or E-mail address: nelson_cahill@hq.dla.mil. Initial CAO Pool membership was based on CAO proximity, the ACAT Data Base listing, or a CAO'S expressed interest in supporting a given customer. If you seek membership in the support pool for a specific customer, contact the cognizant customer liaison directly. (A customer liaison directory with phone numbers and E-mail addresses is available on the DCMC Home Page.) Customer liaisons will keep HQ DCMC (AQOD and AQIA) apprised of changes in support pool membership.



ROBERT W. DREWES
Major General, USAF
Commander

Attachments

Early CAS Support Process Decision Tree

Most Early CAS support falls into one of the following categories: Acquisition Strategy and Planning; Request for Proposal (RFP) Development or Contract Structuring; Source Selection Support; or Sole Source Preaward Teaming (e.g. IPT Pricing, ALPHA Acquisition, One Pass Contracting, etc.). The following “decision tree” provides a top level process description for each Early CAS support category, specifically highlighting customer liaisons’ responsibilities:

Acquisition Planning Support - Formal Acquisition Strategy Panel (ASP) Participation:

- Headquarters attends Senior Acquisition Executive and Senior level ASPs. For these events, the Headquarters point of contact is Mr. Don Reiter (AQOD). Mr. Reiter verifies that HQ DCMC management is scheduled to attend.

- District Commanders and Deputies (or their designees, i.e., customer liaisons) attend Center level ASPs. For these events, the ASP Secretariat at the System or Logistics Center informs the appropriate District Commander/Deputy (or designee) of upcoming ASPs. Customer liaisons will ensure timely notification is occurring.

Acquisition Planning Support - Other than Formal ASP Participation:

- Customer liaisons will seek opportunities for participation in customers’ acquisition planning activities. This is especially important in the case of Army and Navy who do not convene formal Acquisition Strategy Panels. Customer liaisons should participate directly in these activities, seeking input/participation by CAOS with product/process/contractor experience in key planning areas.

- CAOS will remain free to review customers’ acquisition planning documents (e.g., Acquisition Plans, Single Acquisition Management Plans, Concepts of Operations, etc.) per their own initiative, but shall coordinate their review effort with the applicable customer liaisons to ensure consistent, “one face to the customer” response.

RFP Review Support:

- Customer liaisons will identify upcoming major/significant RFPs which would benefit from DCMC review.

- Customer liaisons will engage CAO(s) with appropriate product/process/contractor experience to perform RFP reviews. (CAOs will remain free to perform reviews per their own initiative, but shall coordinate review effort with the applicable customer liaison to ensure a consistent, “one face to the customer” response).

- CAOS will review RFP review comments for possible “transferable lessons learned” and will forward any lessons learned to HQ DCMC (AQOD).

Source Selection Support:

- Customer liaisons will identify upcoming major/significant source selections which would benefit from DCMC participation.
- If Source Selection Advisory Council participation is desired, customer liaisons will notify HQ DCMC (AQOD).
- If Source Selection Evaluation Board (SSEB)/Performance Risk Assessment Group (PRAG) participation is desired, customer liaisons will:
 - Solicit support from the “Pool of Supporting CAOS” for that customer, seeking support from “Pool” members in the local commuting area first, and expanding the inquiry to non-local “Pool” participants as needed to obtain the specific skills/expertise needed in the required timeframe. If a customer requests a specific CAO’S participation on an SSEB/PRAG, the customer liaison will coordinate with the CAO. Through this coordination, the customer liaison and CAO will make every attempt to honor the customer’s request.
 - If “Pool” member CAOS (both local and non-local) don’t have the requisite talent available during the required timeframe, the customer liaison will solicit support from the Early CAS Customer Help Center, who will conduct a DCMC-wide search for the required SSEB/PRAG support. As appropriate, the Help Center will forward support requests received directly from customers to the cognizant customer liaison. However, the Help Center will continue to coordinate Early CAS support arrangements for customers not identified as serviced by a customer liaison/support pool per attachment 2. The Early CAS Customer Help Center is located at DCMDE and may be contacted at DSN 955-4079 or (617) 753-4079.
- It is important to conduct and maintain a non-biased source selection. Therefore, when soliciting support, both the customer liaison and Help Center will consider customer sensitivity to participation by persons from CAOS associated with prospective offerors.

Sole Source Teaming (e. g., IPT Pricing, ALPHA Acquisition, One Pass, etc.) Support:

- Customer liaisons will identify opportunities for DCMC support and notify the cognizant CAO accordingly.

Early CAS
“Pools of Supporting CAOS”

<u>Activity Supported</u>	<u>CAO(s) in Support Pool</u>
ARMY	
TACOM	DCMCs Detroit, Chicago, Grand Rapids, Twin Cities, United Defense, Honeywell/Alliant, G. D. Lima, Indianapolis, San Francisco, Cleveland
ATCOM	DCMCS St. Louis, MDA St. Louis, Bell Helicopter, Wichita, Boeing Helicopters, Phoenix, Sikorsky, Lockheed Martin Sanders
MICOM	DCMCS Birmingham, Northrup Grumman Bethpage, Lockheed Martin, Vought Systems, Texas Instruments, Martin Marietta Orlando
CECOM	DCMCS Springfield, Philadelphia, UDLP York, Long Island, Indianapolis, Allied Signal, New York, Hartford, Syracuse, Phoenix, Clearwater
AIR FORCE	
Aeronautical Systems Center (WPAFB)	DCMCS Dayton, G.E. Evandale, Boeing Seattle, Lockheed Martin Marietta, Northrup Grumman Hawthorne, Wichita
Aeronautical Systems Center (Eglin AFB)	DCMCS Clearwater, Orlando, Michoud-Stennis, Lockheed Martin-Orlando, Birmingham, Boeing Seattle, Raytheon, McDonnell Douglas St. Louis, Boston - Textron Defense Systems

Space and Missile Systems Center	DCMCS Hughes L.A., Van Nuys, McDonnell Douglas Huntington Beach, San Francisco, Phoenix, Boeing Seattle, Rockwell, Lockheed Martin Delaware Valley, Lockheed Martin Astronautics - Denver, Westinghouse Baltimore, Lockheed Martin Vought Systems
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Electronic Systems Center	DCMCS Boston, Raytheon, Lockheed Martin Sanders, Boeing Seattle, Syracuse, Grumman Melbourne
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Ogden Air Logistics Center	DCMC Denver
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Sacramento Air Logistics Center	DCMC San Francisco
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San Antonio Air Logistics Center	DCMCS San Antonio, Pratt & Whitney West Palm Beach
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Oklahoma City Air Logistics Center	DCMCS Dallas, Wichita
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Warner Robbins Air Logistics Center	DCMCS Atlanta, Lockheed Martin Marietta, APMO, Orlando
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NAVY

NAVSEA, NAVAIR, SPAWAR*,	DCMCS Baltimore, Boeing Helicopters, Reading, Lockheed Martin Delaware Valley, Long Island, Grumman Bethpage, Dayton-Louisville, McDonnell Douglas St. Louis, Sikorsky, St. Louis, Hughes Tucson, Lockheed Martin Missiles & Space - Sunnyvale, Lockheed Martin Sanders
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NAVICP Philadelphia and NAVICP Mechanicsburg	DCMCS Philadelphia, Reading, Pittsburgh, Boeing Helicopters, Syracuse, Dayton- Louisville, Northrup Grumman Bethpage
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Naval Undersea Warfare Center, Newport	DCMCS Boston, Hartford, Syracuse
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DLA

DISC, DPSC

DCMC Philadelphia

DSC Richmond

DCMC Baltimore

DSC Columbus

DCMC Dayton

*After SPAWAR move to San Diego supported by DCMC San Diego